

**REPUBLIC OF VANUATU
OFFICE OF THE OMBUDSMAN**

PUBLIC REPORT

ON THE

IMPROPER APPOINTMENT

OF

MR LEONARD KALO AND

MR LOUIS URLELES

AS

DENTAL OFFICERS

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AS
DENTAL OFFICERS**

PREAMBLE

" Beware lest ye also, being led away with the error of the wicked, fall from your own steadfastness" 2 Peter 3 v 17.

SUMMARY

In March 1994, the Government terminated the employment of the members of the Vanuatu Public Servants' Association ("VPSA") who went on strike for a pay raise. The employment of many highly qualified and experienced government officers was terminated and the whole public service was affected. The dental services in the hospitals were badly affected when the only qualified ni-Vanuatu dental officer and six (6) dental therapists were dismissed.

As a result, the former Director of Health, Mr Yves Niowenmal and the former acting Director of Public Service Department ("PSD"), Mr Andre Lesines appointed two unqualified persons as dental officers. They were Mr Leonard Kalo, a nurse with a nursing certificate obtained in 1963 from the Solomon Islands Nursing School and Mr Louis Urleles who has a certificate of General Mechanic from INTV.

Following an enquiry, the Ombudsman concluded that the conduct of Mr Lesines and Mr Niowenmal in appointing Mr Kalo and Mr Urleles as dental officers was improper and blatantly unreasonable. Both were entirely unqualified as dentists, and their appointments created a health risk to the communities affected. Public service recruitment procedures were not followed; instead the two were appointed after private visits to the PSD. Mr Niowenmal's failure to advise the Public Service Commission to advertise the vacant positions for dental therapists was unjust, since qualified candidates did not have the opportunity to apply for these available posts. Mr Niowenmal and Mr Lesines breached the Leadership Code as they compromised the fair exercise of their duties and brought their integrity into question by appointing unqualified persons as dental officers without proper procedures, and placing the communities at risk.

Further, Mr Kalo and Mr Urleles each apparently committed an offence under the Health Practitioners Act by practising dentistry without a certificate of registration from the Health Practitioners Board. In addition, Mr William Mael, Mr Edwin Basil, Mr Amos Adeng and Mr Tinsley Lulu as members of the Public Service Commission made a blatantly unreasonable and improper decision by approving the permanent appointment of Mr Kalo.

The employment of Mr Kalo and Mr Urleles was terminated by the Public Service as a result of the information arising from the Ombudsman's enquiry.

The Ombudsman recommends that the Director of Health review the responsibilities of nurses within the Department of Health to ensure that none are practising dentistry contrary to the Health Practitioners Act, and that the Health Practitioners Board prosecute individuals practising health professions without registration. The Ombudsman has also requested the Ministry and Department of Health to find ways to send more ni-Vanuatu students to train in dentistry. The Ombudsman recommends that Mr Niowenmal and Mr Lesines never be appointed again to positions of responsibility in the public sector.

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1. JURISDICTION

- 1.1 Under the Constitution and the Ombudsman Act, I have jurisdiction to enquire into the conduct of government departments and its employees. This includes the conduct of the Health Department and the Public Service Department. I also have jurisdiction to enquire the possible breaches of the Leadership Code. Mr Niowenmal, former Director of Health and Mr Lesines, former Acting Director of Public Service Department were leaders under the Ombudsman Act.
- 1.2 The Ombudsman Act continues to apply to this case regardless of its repeal, since the investigation began while the Act was still in effect. The Interpretation Act [CAP 312] states that any ongoing investigation may be continued as if the repealing Act had not been passed (s.11(1)(e)).

2. PURPOSE, SCOPE OF INVESTIGATION AND METHODS USED

- 2.1 The scope of this investigation is to ascertain the relevant facts with respect to the appointment of two unqualified persons as dental officers and to determine whether
- *the conduct of Mr Niowenmal and Mr Lesines in appointing Mr Kalo and Mr Urleles as dental officers was proper;*
 - *the conduct of Mr Kalo and Mr Urleles in practising dental duties without proper qualification and registration was proper*
 - *the conduct of the members of the Public Service Commission appointing Mr Kalo to permanent status was proper*
 - *Mr Niowenmal and Mr Lesines breached the Leadership Code*
- 2.2 This Office acquired relevant information and documentation by informal request, summons, correspondence, personal interviews and research.

3. OUTLINE OF EVENTS

THE TERMINATION OF ALL DENTAL OFFICERS

- 3.1 In November 1993, the employment of the former Director of Health, Dr George Bule, who was the only qualified dental officer in Vanuatu was terminated by the Government. No reason was given for his termination.
- 3.2 On 25 November 1993, the Vanuatu Public Servant's Association (VPSA) called for a nationwide strike of public servants. The only six qualified dental therapists, also joined in the strike. They were Mrs Toumelu Kalsakau, Mrs Olive Pakoa, Mrs Bride Hinge, Mr Joseph Timakata, Mr Russel Olul and Mr Stegler Vira.
- 3.3 On 4 March 1994, the Government issued an order to terminate the employment of all the members of the VPSA who went on strike. The employment of the six qualified dental therapists was terminated.

MR KALO'S QUALIFICATION AND APPOINTMENT

- 3.4 Mr Kalo graduated as a nurse from the Nursing School in the Solomon Islands on 12 December 1963. His nursing certificate is annexed as **A**.

- 3.5 On 31 January 1995, Mr Kalo, who only possessed a nursing qualification and had no dental experience or qualification, was appointed dental officer on a salary scale of C4.3 on daily rated basis, letter annexed as **B**. The appointment was made by Acting Director of PSD Mr Lesines together with Director of Health Mr Niowenmal. Mr Kalo was at no time registered to practice dentistry with the Health Practitioners Board of Vanuatu. To become a dental officer practicing dentistry in Vanuatu, a degree or diploma in dentistry from a recognised university, medical school or similar institution is required (by s.5(1)(a) of the Health Practitioners Act). In our enquiry the PSD confirmed no written application by Mr Kalo.
- 3.6 On 30 October 1995, Mr Niowenmal sent a letter with a list of health officers to the PSC with a request for promotion to permanent status. Mr Kalo's name was in the list recommended for permanent post of dental officer even though he was unqualified.
- 3.7 On 1 November 1995, the PSC met and approved the request made by Mr Niowenmal. The Director of Finance confirmed that all promotions were made without budget provision. The document indicating this is annexed as **C**.
- 3.8 On 12 March 1996, Mr Lesines informed Mr Kalo by letter of his permanent appointment as a dentist in the Health Department with the salary scale of P8.1. The letter is annexed as **D**.
- 3.9 On 9 May 1996, Mr Kalo was transferred to work as dental officer in Norsup Hospital. He was transferred back to the Vila Central Hospital in 1997.

RE-INSTATEMENT OF DENTAL THERAPISTS

- 3.10 In March 1995, Mrs Olive Pakoa and Mrs Bride Hinge were re-instated as dental therapists but only on a daily-rated basis.

MR URLELES' QUALIFICATION AND APPOINTMENT

- 3.11 On 5 December 1995, Mr Urleles graduated with a certificate of general mechanic at the INTV. A copy of his certificate is annexed as **E**.
- 3.12 On 18 March 1996, Mr Tally advised Mr Urleles by letter that approval has been granted to appoint him as a dental officer on a daily rated basis on the salary scale of C4.1, despite his complete lack of dental qualifications. This letter is annexed **F**. On the inquiry about his appointment, the Public Service Department confirmed that Mr Urleles made no written application for that position. Mr Urleles was at no time registered to practice dentistry with the Health Practitioners Board of Vanuatu.

NURSES CARRYING OUT DENTAL DUTIES

- 3.13 In August 1996, the World Health Organization sponsored a dental workshop in Vila. During this workshop the Acting Director of Health Mr Kalorib made recommendations for nurses to carry out dental duties in Vanuatu. Subsequently, it appears that nurses not registered to practice dentistry with the Health Practitioners Board have been responsible for dental duties in their employment with the Department of Health.

TERMINATION OF MR NIOWENMAL, MR URLELES AND MR KALO

- 3.14 On 30 October 1996, the PSC terminated Mr Niowenmal's appointment as the Director of Health.
- 3.15 On 30 January 1997, Mr Waimini Perei, Director of the PSD, informed Mr Urleles by letter of the termination of his employment.
- 3.16 On 17 February 1997, the PSD also terminated the employment of a third unqualified dental officer who had been appointed without proper qualification.
- 3.17 In April 1998, Mr Kalo's employment was terminated by the Public Service.

RE-INSTATEMENT OF DENTAL THERAPISTS TO PERMANENT POSTS

- 3.18 On 20 May 1997, Mr Perei informed Mrs Kalsakau, Mr Olul and Mr Vira by letter that the Public Service Commission had decided to re-instate them to the permanent positions of dental therapists in the Health Department.
- 3.19 On 21 May 1997, Mr Perei also informed Mrs Pakoa and Mrs Hinge by letter about the Public Service Commission's decision to approve their permanent appointment as dental therapists in the Health Department.

4. RESPONSES TO THE PRELIMINARY REPORT

- 4.1 The preliminary report in this matter was issued on 30 January 1998 in accordance with Article 62(4) of the Constitution and Section 16(4) of the Ombudsman Act, which requires that the person or body complained of be given an opportunity to reply to the complaints made against them.
- 4.2 Response was only received from **Mr Leonard Kalo**, who confirmed his curriculum vitae had been sent to me. He said that although he only graduated with a nurses certificate, at that time of his training, he was also trained to perform laboratory services and dentistry. In 1980, during the time of transition of services to the new Vanuatu Government, he refused to apply for a post in the Health Department. In 1994, Mr Niowenmal made three (3) attempts to get him employed as dental officer because of the civil servants strike but he refused. He finally agreed after being sent for a fourth time. He was taken to Mr Niowenmal's office. Mr Niowenmal took him to Mr Lesines at the Public Service Department. He was informed that he was to work as a dental officer at the hospital. Mr Kalo also stated that Mr Niowenmal never spoke to him about his registration.
- 4.3 No responses were received from:
- Mr Niowenmal
Mr Lesines
Mr Mael
Mr Basil
Mr Lulu
Mr Adeng

5. RELEVANT LAWS AND REGULATIONS

HEALTH PRACTITIONERS ACT [CAP 164]

- 5.1 Criteria for registration with the Health Practitioners Board to practice dentistry in Vanuatu are set out in section 5(1)(a):
- 5(1) A person shall be entitled to be registered under this Act if he proves to the satisfaction of the Board -
- (a) **in the case of an applicant for registration to practise medicine and surgery or dentistry, that he is the holder of a degree or diploma granted by a recognised university, medical school or similar institution and that he is entitled so to practise in the country in which the degree or diploma was granted;**
- 5.2 Offences under this Act are stated in section 18:
- 18(1) **Any person who, not being the holder of a valid certificate of registration, practises or holds himself out to be registered to practise a health profession shall be guilty of an offence.**

- (2) Any person who being registered for and in respect of any health profession, practices, holds himself out as registered to practise a health profession other than that in respect of which he is registered shall be guilty of an offence.
- (3) A person convicted of an offence under subsection (1) and (2) shall be liable to imprisonment for a term not exceeding 3 years or a fine not exceeding VT500,000 or both such imprisonment and fine.

(emphasis added)

CONSTITUTION OF THE REPUBLIC OF VANUATU

5.2 CONDUCT OF LEADERS

- 66.(1) Any person defined as a leader in Article 67 has a duty to conduct himself in such a way, both in his public and private life, so as not to-
 - (a) place himself in a position in which he has or could have a conflict of interests or in which the fair exercise of his public or official duties might be compromised;
 - (b) demean his office or position;
 - (c) allow his integrity to be called into question; or
 - (d) endanger or diminish respect for and confidence in the integrity of the Government of the Republic of Vanuatu.
- (2) In particular, a leader shall not use his office for personal gain or enter into any transaction or engage in any enterprise or activity that might be expected to give rise to doubt in the public mind as to whether he is carrying out or has carried out the duty imposed by sub article (1).

DEFINITION OF A LEADER

- 67. For the purposes of this Chapter, a leader means the President of the Republic, the Prime Minister and other Ministers, members of Parliament, and such public servants, officers of Government agencies and other officers as may be prescribed by law.

OMBUDSMAN ACT No. 14 of 1995

- 5.3 Section 14(2)(g) prescribes all Heads of Departments as Leaders in addition to those in Article 67 of the Constitution.

6. FINDINGS

FINDING NO 1: CONDUCT OF MR LESINES AND MR NIOWENMAL IN APPOINTING MESSRS KALO AND URLELES AS DENTAL OFFICERS WAS IMPROPER AND BLATANTLY UNREASONABLE

- 6.1 Mr Kalo was a nurse without formal qualification in dentistry. Mr Urleles was a general mechanic. Neither one was registered with the Health Practitioners Board to practice dentistry; they were not even eligible for such registration. Neither Mr Kalo nor Mr Urleles had a degree or diploma from a recognized institution entitling them to practice dentistry. They made no written applications for the positions, but were appointed after private visits to the Public Service Department. None of the recruitment procedures set out in the Casual Employees Manual or Public Service Manual were followed. Appointing wholly unqualified persons to work in the mouths of ni-Vanuatu created a

significant health risk to the communities affected. This contributed to the violations of the Health Practitioners Act set out in Finding 4 below. Messrs Lesines' and Niowenmal's conduct was improper, unjustified and blatantly unreasonable.

FINDING NO 2: MR NIOWENMAL'S UNJUST CONDUCT

- 6.2 Mr Niowenmal conduct was unjust because he failed to advise the Public Service Commission to advertise the vacant positions for dental therapists. He was well aware of the existing vacant positions and the urgent need for dental officers and therapist. He did not give qualified candidates the opportunity to apply for these available posts.

FINDING NO 3: BREACH OF THE LEADERSHIP CODE BY MR NIOWENMAL AND MR LESINES

- 6.3 Mr Niowenmal and Mr Lesines were leaders when Mr Kalo was appointed a permanent dental officer, and when Mr Urleles was appointed a daily-rated dental officer. They compromised the fair exercise of their duties and brought their integrity into question by appointing unqualified persons as dental officers without proper procedures. In doing so, they breached the Leadership Code of the Constitution.

FINDING NO 4: MR KALO AND MR URLELES' CONDUCT WAS APPARENTLY CONTRARY TO SECTION 18(1) OF THE HEALTH PRACTITIONERS ACT

- 6.4 Mr Kalo and Mr Urleles conduct was apparently contrary to law in that they practised dentistry without being registered with the Health Practitioners Board. Section 18 (1) of the Act says, " Any person who, not being the holder of a valid certificate of registration, practices or holds himself out to be registered to practise a health profession shall be guilty of an offence." Mr Kalo and Mr Urleles were not even entitled to a certificate of registration under the Act, which requires a degree or diploma by a recognized university, medical school or similar institution and the ability to practice dentistry in the country in which the degree or diploma was granted.

FINDING NO 5: BLATANTLY UNREASONABLE AND IMPROPER CONDUCT BY THE MEMBERS OF THE PS COMMISSION

- 6.5 The Public Service Commission has sole, independent responsibility for Public Service Appointments under the Constitution, and has established procedures in the Public Service Rules. Mr William Mael, Mr Edwin Basil, Mr Amos Adeng and Mr Tinsley Lulu as members of the Public Service Commission made a blatantly unreasonable decision by approving the permanent appointment of Mr Kalo. Mr Kalo was not qualified and not registered to practice dentistry; proper recruitment procedures were not followed and the appointment was further without any budget provision.

7. RECOMMENDATIONS:

RECOMMENDATION 1: MR NIOWENMAL AND MR LESINES NOT TO BE APPOINTED AGAIN TO ANY POSITION OF RESPONSIBILITY IN THE PUBLIC SECTOR

- 7.1 I recommend that following Mr Niowenmal's and Mr Lesines' poor conduct in this case, they not be appointed again to any position of responsibility in the public sector.

RECOMMENDATION 2: NURSES TO STOP PRACTISING DENTAL DUTIES

- 7.2 I recommend that the Director of Health review the responsibilities of nurses within the Department of Health to ensure that none are practising dentistry contrary to the Health Practitioners Act. All nurses should be informed by the Director that it is an offence to practise a profession that they are not registered for under the Health Practitioners Act.

I further recommend that the Health Practitioners Board ensure that individuals practising health professions without registration be prosecuted under s.18 of the Act.

RECOMMENDATION 3: MORE NI-VANUATU STUDENTS TO TRAIN IN DENTISTRY

7.3 I also recommend that due to the need for more dental officers in this country, the Ministry and Department of Health must find ways to send interested ni-Vanuatu to train in dentistry.

8. CONCLUSION

8.1 In accordance with Article 63(2) of the Constitution and Section 22 of the Ombudsman Act, the Ombudsman requests the Prime Minister and his Director General and the Minister of Health and his Director General to consider these recommendations and to put them into effect.

8.2 The Office of the Ombudsman must be notified within thirty (30) days of the date of this report outlining the decision and steps proposed to implement the recommendations.

Dated the 18th day of August 1998



Marie-Noëlle FERRIEUX PATTERSON
OMBUDSMAN OF THE REPUBLIC OF VANUATU

9. INDEX OF APPENDICES

- A** Copy of Mr Kalo's nursing certificate
- B** Copy of Mr Kalo's letter of appointment to daily-rated status
- C** Copy of Mr Jeffrey Wilfred's letter confirming appointments made without budget provisions
- D** Copy of Mr Kalo's letter for permanent appointment
- E** Copy of Mr Urleles' general mechanic certificate
- F** Copy of Mr Urleles daily rate appointment letter as dental officer

BRITISH SOLOMON ISLANDS PROTECTORATE
Nurses and Midwives Regulation 1958

It is hereby certified that the name of

LEONARD KALOTUKOR

of **PANGO VILLAGE , EFATE, NEW HEBRIDES**

holding the qualifications:

Medical Assistant's Certificate, Central Hospital,
Honiara.

has been entered in the Register of

Nurses and Midwives.

Dated at Honiara this
of December,

Nurses and Midwives Board

Chairman.

Member.



'B'

GOUVERNEMENT
DE LA
RÉPUBLIQUE DE VANUATU

SERVICE DE LA
FONCTION PUBLIQUE

Sac Postal Privé No. 017
Port Vila



GOVERNMENT
OF THE
REPUBLIC OF VANUATU

DEPARTMENT OF
PUBLIC SERVICE

Private mail Bag 017
Port Vila

02 FEV. 1995

31st January 1995

PF.L.KARLO/02/95/ht

Mr Leonard KARLO
C/-Department of Health
PORT-VILA

Dear Mr Leonard,

LETTER OF APPOINTMENT - DAILY RATED

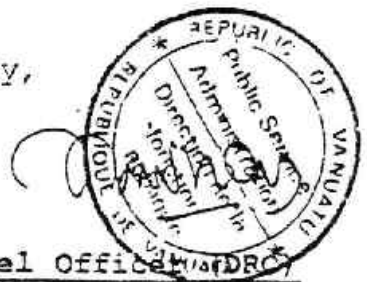
I am pleased to advise that approval has been granted by the Public Service Department to appoint you as Dental Officer in the Department of Health with effect from 2nd December 1994. Your aereas will be backdated.

Your appointment will be on daily-rated scale of C04.3 which is equivalent to Vatu. Two thousand One Hundred sixty Vatu (VT.2160) per day.

While on daily-rated terms, the Casuel Manuel Employees Principal Condition of Service will apply to you. A copy of which should be made available to you by your Office Supervisor. You should therefore familiarie yourself with the content there in.

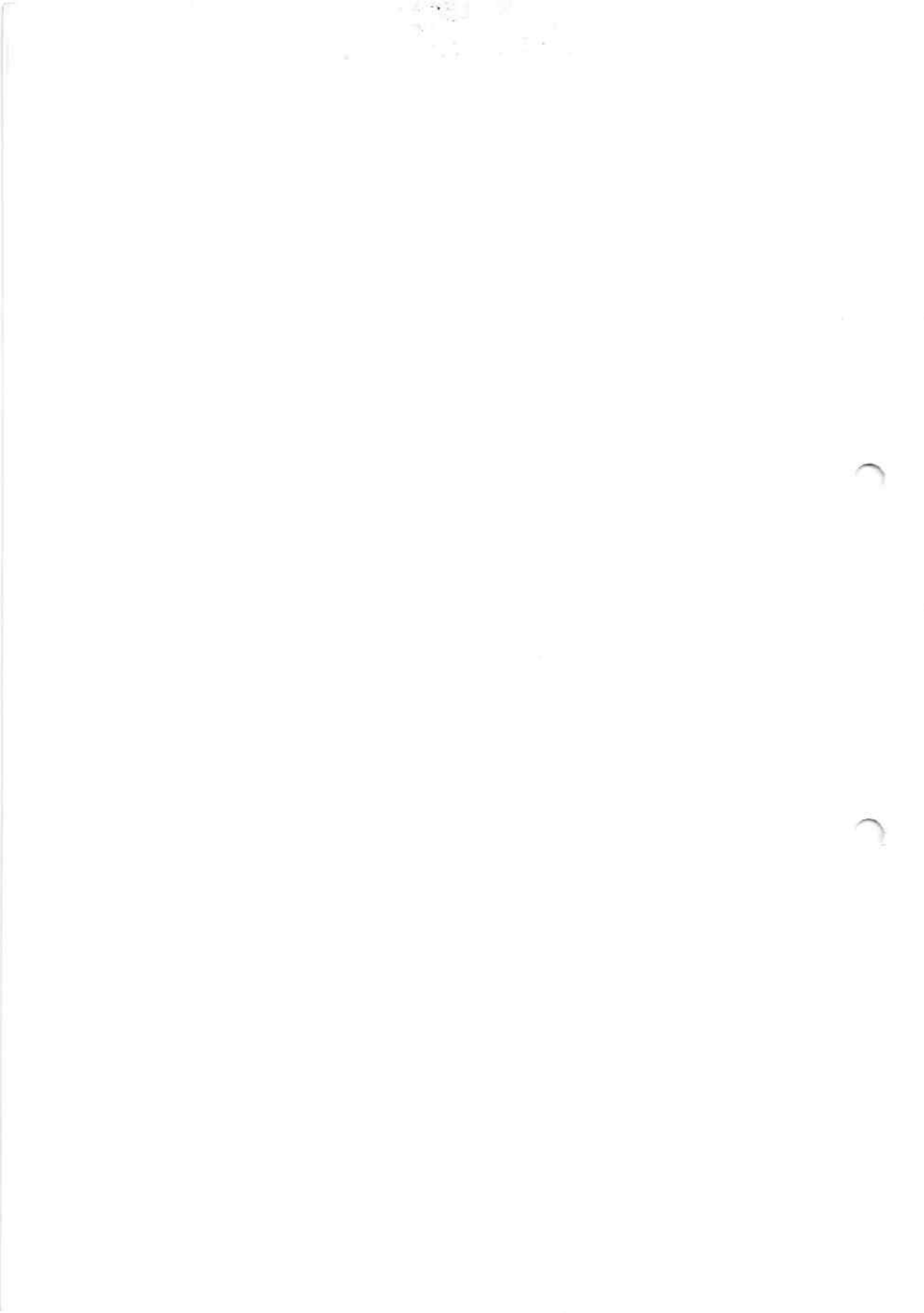
Hope you will like the job and provide the services required of you.

Yours sincerely,



Hosea TALLY
Assist Personnel Officer

- Copies :
- : Health Department
 - : Director, Public Service Department
 - : Director, Finance Department
 - : File
 - : Chrono



"C"
GOUVERNEMENT DE LA
REPUBLIQUE DE VANUATU

SERVICE DES FINANCES

Sac Postal Price No. 031, Port Vila.

YOUR REF:
V REF:

OUR REF
N REF

O.7/385/1996/JW.lj

From : Director General of Finance

To : The Ombudsman of the Republic of Vanuatu
Office of Ombudsman
P.O.Box 127
Port Vila

**RE : PROMOTIONS/REGRADEING OF STAFF SALARIES OF THE
DEPARTMENT OF HEALTH**

Dear Madame,

As regards to point (1) and (2) of your letter, I would refer you to Director Service Department as he would be in a better position to answer them.

With reference to point (3) of your letter there was no Budgetary provision for this mass promotions. If these were not budgeted then it would follow that no payments could be made.

On point (4) you are advised to take a rim of your A4 size paper and make copies of relevant documents requested.

Thank you.



JEFFERY WILFRED
DIRECTOR GENERAL OF FINANCE

RECEIVED
23 10 96



GOVERNMENT OF THE
REPUBLIC OF VANUATU

DEPARTMENT OF FINANCE

Private Mail bag 031, Port Vila

Date: 18th October 1996.....



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VILA CENTRAL HOS

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GOUVERNEMENT
DE LA
RÉPUBLIQUE DE VANUATU

SERVICE DE LA
FONCTION PUBLIQUE

Sac Postal Privé No. 017
Port Vila



GOVERNMENT
OF THE
REPUBLIC OF VANUATU

DEPARTMENT OF
PUBLIC SERVICE

Private Mail Bag 017
Port Vila

PF. L.KALO/09/337/96

12th March 1996

leonard
MR ~~Lennete~~ KALO
C/- Department of Health
PORT VILA

RECEIVED

18 MAR 1996

Ans'd.....

Dear Mr Kalo,

I am pleased to inform you that the Public Service Commission at its meeting held on the 1st of November 1995, has approved your Permanent Appointment to the post of a Dentist, in the Health Department of the Vanuatu Government, Public Service.

You are hereby required to provide to the Public Service, a Certificate of Medical Fitness given by a Medical Practitioner approved by the Administration. The Medical Certificate should be submitted within 28 days as from the date of this letter.

The post is in grade P.8.1 of the Public Service Scales and your appointment would be on an annual salary of VT 554,232 per annum plus a supplement of VT. 51,000 per annum with effect from the 1st of November 1995.

The terms and conditions of the service applicable to the Vanuatu Public Service are contained in the Staff Manual for the Public Service and will apply to you. You should familiarise yourself with the contents of the conditions of service including all the Public Service instructions which have been issued so far to amend some of the sections of the Staff Manual which should be available in your Department.

You may be called upon to carry out your duties in any place in the Republic.

..(2)..

REVISED 1974

-2-

Mr Lennett KALO
C/- Department of Health

No accommodation will be provided by the Government. However you will receive a lodging allowance in lieu thereof if you occupy privately rented house or apartment.

You will be required to serve on probation for two (2) years only and confirmation of your permanent appointment will be decided by the Public Service Commission only after the expiry of the probationary period or terminate your employment after giving one month's notice if your service, conduct or health are not satisfactory.

If you accept this offer of appointment, please confirm your acceptance in writing.

Yours faithfully,

Mr A. LESINES *Lesines*
Acting Director
Public Service Department



Copies : 1st Secretary, Ministry of Health
~~Department of Health~~
Public Service Commission
Salary Section
Audit
MSU / PF / Chrono

1905

"E"

INSTITUT NATIONAL
DE TECHNOLOGIE



MINISTRY OF EDUCATION
MINISTERE DE L'EDUCATION

REPUBLIQUE DE VANUATU
REPUBLIC OF VANUATU

Certificat de fin d'Etudes Professionnelles

MECANIQUE GENERALE

Le Proviseur de l'Institut National de Technologie certifie que

Monsieur URLBLRSS Louis né(e) le 03/11/75

a effectué deux années d'études professionnelles et a obtenu les résultats suivants

FRANÇAIS	<u>07.25 / 20</u>	TRAVAUX PRATIQUES	<u>12.76 / 20</u>
MATHEMATIQUES	<u>06.04 / 20</u>	DESSIN TECHNIQUE	<u>07.05 / 20</u>
ANGLAIS	<u>06.87 / 20</u>	TECHNOLOGIE	<u>07.45 / 20</u>
MONDE CONTEMPORAIN	<u>07.28 / 20</u>	E.P.S.	<u>12.10 / 20</u>

Port Vila, le 5 DECEMBRE 1995


 Le Proviseur

 Le Proviseur
 Institut National de Technologie
 Port Vila Vanuatu

27/08 '96 11:38 922100 VILA CENTRAL HOS 2003

ANNEXURE "E"

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"F"

27/08 '96 11:38 22100

VILA CENTRAL HOS

002

GOVERNEMENT
DE LA
REPUBLICQUE DE VANUATU

SERVICE DE LA
FONCTION PUBLIQUE

Sac Postal Privé No. 017
Port Vila

PSD.105/02/96/ht

Mr Louis URLELESS
CI- Health Department
Port - Vila

Dear Mr Louis,

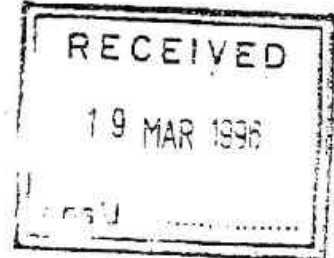


GOVERNMENT
OF THE
REPUBLIC OF VANUATU

DEPARTMENT OF
PUBLIC SERVICE

Private Mail Bag 017
Port Vila

18th March 1996



LETTER OF APPOINTMENT - DAILY RATED

I am pleased to advise you that approval has been granted, to appoint you as a Dental Officer in the Department of Health, with effect from 19th March 1996.

Your appointment will be on daily-rated scale of C04.1, which is equivalent to Vatu, one thousand eight hundred and sixty seven (vt.1.867) per day.

While on daily-rated terms, the Casual Manual Employees Principal Condition of Service will apply to you. A copy of which should be made available to you by your Office Supervisor. You should therefore familiarize yourself with the content there in.

Hope you will like the job and provide the services required of you.

Yours sincerely,

H. TALLY
Personnel Officer (DRO)



- Copies :
- : Director of Health
 - : Director, Finance Department
 - : MSU
 - : File
 - : Chrono

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